

TAB

THE AGENCY RESERVE OFFICER TRAINING PROGRAM

A. Introduction

Examination of the origin, development and conduct of the Agency's Reserve Officer Training Program has enabled us to determine its validity, to assess its value and to make specific suggestions for its continued improvement.

B. History

1. Prior to 1949, participation of Agency employees in the Armed Forces Reserve Program was on an individual basis. Within Second Army alone, 138 Agency employees with U.S. Army Reserve Commissions were scattered among 19 different Reserve organizations. With the lessons of World War II still fresh in their minds, a few senior officials with Reserve Commissions sensed the importance to the Agency of arranging for uninterrupted service of these citizen soldiers in event of another general mobilization. Negotiations with Department of Army and Department of Air Force ensued and Reserve units to which individuals with a mobilization assignment to CIA could be assigned, were established.

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Both of these activation orders established tables of distribution and personnel ceilings, which have undergone many increases to date.

3. The Korean episode lent impetus to the recruitment of PM-type personnel, which greatly increased the number of Agency employees holding Reserve Commissions, and swelled the size of CIA mobilization units. STATINTL there are approximately [REDACTED] Reservists in the Agency; nearly [REDACTED] hundred of whom are active in Reserve affairs and participate in the Agency Reserve Training Program. There is a normal turnover of personnel participating in this [REDACTED] as a result of rotation [REDACTED] and from overseas assignments. [REDACTED]

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4. In 1957, the Department of Army revamped its Army Reserve System and abolished the Military Reserve Districts in favor of numbered Reserve Corps, and attached each Corps to one of [REDACTED] Continental Army Commands. [REDACTED]

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5. In a memorandum dated 7 June 1954, (ER 5-6341) the DDCI recommended to the Chief of Staff, USAF, that a mobilization designation program be initiated for Agency Air Force Reservists assigned to CIA's mobilization unit. This recommendation was approved by the Chief of Staff, USAF, and for the purpose of administration and training, the Agency Air Force Reserve personnel were assigned to

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Headquarters, USAF, for duty with the [REDACTED]

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[REDACTED]; Mr. [REDACTED] has been officially designated Commander of this unit.

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[REDACTED]

7. There is no legal authority that requires the Agency to engage in a Reserve Officers Training Program. Arrangements to conduct such a program have been negotiated with the respective Services. The DCI has assumed responsibility for conduct of such training, for providing training facilities, and for keeping records and submitting periodic reports to each Service. The Services bear the costs (pay and allowances) for all active duty training engaged in by Agency Reservists. For FY 1959, this amounted to:

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ARMY

AIR FORCE

NAVY

MARINE CORPS

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[REDACTED]

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8. All the Services except Department of Army, include Agency active-duty-training costs in their over-all budget for Reserve training. The Army, on the other hand, requires the Agency (Reserve Affairs Branch, Office of Personnel) to budget for its own active-duty-training costs, and then makes a separate allotment of funds for Agency use. In the latter case, budget control is decentralized, and in the former, budget control is retained in the Services. Both arrangements work equally well, and no change is recommended. The cost to the Agency to support the Reserve Training Program is (a) providing classroom space for weekly Reserve meetings, (b) utilization of training facilities at [REDACTED], and (c) for the yearly printing and publication of a 400-page volume of lessons and lesson plans which cover a year's instructional material, and is furnished to each student and instructor without cost. This item is budgeted for by the Office of Logistics under "Printing Costs," and amounts to approximately \$2,000 annually. The Overseas Branch, Office of Training, utilizes a number of selected lesson plans developed for the Reserve Training Program at its overseas training installations.

9. Aside from the obvious pecuniary advantage resulting from this program, the Agency derives its greatest benefit from the opportunity to improve hot-war plans, and to train Agency Reservists to accomplish their wartime mission. Specifically:

a. Smooth initial transition from peacetime role to wartime role with a minimum of delay.

b. Training as a single Reserve unit creates teamwork,

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inspires mutual confidence, and gives each trainee a clearer insight into the capabilities and limitations which affect the Agency's ability to support military operations in time of war, and

c. Improves the morale of the individual Reservist and preserves his interest in military-type operations.

C. Conduct of Training

1. The senior Agency employees who have been appointed by the Services to command and supervise the training of the respective Reserve components, represent a command group who, jointly, prescribe the training objectives and courses of instruction, and approve formal training schedules. Committees are appointed annually by the command group to prepare instruction courses for the ensuing year. This instruction is meticulously and thoroughly prepared in the form of lesson plans. The cooperation of Agency experts in the subject field assures that the instruction is up-to-date and reflects current Agency thinking. The program finally approved by a Program Review Board, appointed by senior commanders, is presented to the designated training officers of the respective military services for approval. All the Services, except Navy, have permitted the Agency broad latitude in the development of its training program, and the scope of its instruction to best meet its needs.

2. In 1956, the command group approved a three-year cycle of instruction for Agency Reservists along these general lines:

a. First Year--The study of U.S. Armed Forces - Organization, Objectives, Capabilities.

b. Second Year--The study of the USSR Satellite Military Forces - Organization, Objectives, Capabilities.

c. Third Year--The study of Allied Military Forces and Joint International Military Arrangements - Interspersed with this general instruction were special instruction periods on "Impact of Nuclear Warfare," and "Problems of Limited Versus Unlimited Warfare."

3. Reserve instruction is conducted during forty weekly sessions a year, usually of two hours' duration. For instructional purposes each Service component is divided into training divisions, to which instructors are permanently assigned. These divisions number 25 to 30 Reserve officers each.

4. A cleared member of the XXI Army Corps (Reserve), Inspector General's Staff (currently Mr. J. C. King) visits these weekly classes to assess the quality of instruction, to check attendance, and to submit reports to the CG, XXI Corps (Reserve). A representative from the U.S. Army XXI Corps (Reserve) makes an annual inspection of Reserve training conducted by the Agency and all reports thus far have been favorable. The Agency, in fact, has the distinction of sponsoring the largest Army and Air Force Reserve units in the country, and has consistently maintained a high attendance record at Reserve training.

5. The diversity of active duty training engaged in by Agency Reservists in FY 1959 is shown in Annex Tab B-1. There is no serious monitoring of active duty training chiefly because no authority has been vested with any Agency official to act for the DCI. The four

senior Agency employees who nominally command these Reserve units are governed by Service directives. As the procedure stands now, the Chief, Reserve Affairs Branch, receives from each Service a brochure of the tours of active duty and Service school instruction (short tour) available to Reservists during each fiscal year. Each Reservist may elect for himself the type of active duty training he wants, where he wants it, and when.

6. This situation points up the desirability of exercising more control over the active duty tours of these individuals to insure that their formal training is designed to develop greater capacity to support the Agency's wartime mission. Delay in approving tables of organization for a wartime CIA headquarters and other field installations is not a valid excuse for undirected, unmonitored training of Agency Reservists. It is

Recommended that:

The DCI appoint the four nominal commanders of Agency mobilization units as an advisory committee to recommend the type of active duty training the individual Reservist should pursue to prepare him for an effective role in the Agency's wartime mission.

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